



HAKIM
GROUP

LIFE AFTER LOCK DOWN

PEOPLE PACK



HR Introduction

It is expected that the substantial downturn in business due to Covid-19 will be felt for a significant period of time in most parts of the economy including opticians, once government restrictions are lifted. Undoubtedly this reduction in demand will be linked our ongoing labour resource requirements. Sharks will have to strategically plan their individual labour requirements and people strategy to protect the future of the business. With this mind we have prepared a guide to support Sharks on reintroducing team members back into practice following a long period of furlough.

Sharks must have a clear people strategy plan for their individual practice(s) knowing that we expect a phased return to the practice over what could be a prolonged period.

To support the economy the chancellor has extended the Coronavirus Job Retention Scheme (commonly known as the furlough scheme) upto the end of October 2020.

Timing and the nature of any relaxation of restrictions are expected iminently therefore it would be sensible to consider all the employment options and have the capability to move quickly from one scenario to the next.

Our focus should be how we take care of our team members to safeguard their health and well-being. Many team members will be concerned and anxious about returning to practice or travelling to and from work. They will want to know that their health and wellbeing along with practice patients is our number one priority and that we are taking care of this on their behalf. This should be at the heart of any decisions and 'people strategy' we formulate. It will also allow us to stay within the boundaries of employment law.

The guide will cover immediate priorities:

1. Furlough scheme phase 2: Flexible furlough
- 1.1 Flexi furlough time line
- 1.2 People planning timeline
2. Reintroduce team back in to practice
- 2.1 How to address concerns returning to work
3. Alternatives to furlough and following furlough
- 3.1 Short time working, lay off, probation period
- 3.2 Redundancy process
4. Letters

1. Flexible Furlough

What is it?

The government have confirmed that the first phase of furlough (April – June) will come to end and from the 1st July phase 2 will begin and will continue until the 31st October when the scheme will come to an end. Phase 2 is known as the flexible furlough scheme (FFS)

Who is eligible?

To be eligible for the scheme you must have already been on furlough for at least 3 weeks since the start of April. This is open to anybody who has been on furlough during this time, they do not need to be on furlough leave as FFS begins. E.g. A team member on furlough from the 01/04 to 22/04 can still take part in the scheme despite currently working.

If a team member has started a new period of furlough between the 11th -30th June then they will need to complete 3 weeks of furlough before using the flexible furlough scheme. E.g. a team member who starts a new period of furlough on 16th June will be unable to use the flexible furlough scheme until the 7th of July.

Team members who have not completed 3 weeks of furlough before the 30th June can not make use of flexi furlough. There are exceptions for team members who are

returning from leave such as maternity. If you are unsure as to whether your team member qualifies, please contact HR@hakimgroup.co.uk

How does it work?

The FFS allows employers to bring their teams into work and pay them through the furlough scheme for any hours not worked. E.g. The team member usually works 37.5 hours per week. The practice requires them for 20 hours work. The practice would pay the team member 100% of their pay for the 20 hours worked and the remaining 17.5 hours would be paid at 80%.

The scheme also allows you to keep team members on furlough for the full week or you can bring them into practice for a full week and then furlough them the following week. There is no longer a need for somebody to remain on furlough for 3 weeks following time back in work.

You can change the amount of work needed by each team member on a weekly basis. For best practice, as much notice should be given as possible. It is inevitable that due to the changing guidelines and variable situations in practice, there will be sudden changes to team members rotas. Manage your team's expectations by making them aware that this short notice may be a possibility.

What do I have to contribute to the furlough scheme?

For the duration of the scheme the team members will receive 80% of their salary for any time spent on furlough leave. Each month, employer contributions to the scheme will change. All costs are compulsory and the team members furlough wage can not be less than 80%.

July

No changes. The full 80% of furlough is contributed by the government with no cost to the business.

August

The full 80% is paid by the government but employers are required to pay National Insurance and pension contributions.

September

As well as NI and pension, employers will need to contribute 10% of the furlough cost with the remaining 70% funded by the government.

October

As well as NI and pension, employers will need to contribute 20% of the furlough cost with the remaining 60% funded by the government.

As well as NI and pension, employers will need to contribute 10% of the furlough cost with the remaining 70% funded by the government.

How do I process the pay?

As before, the payroll team will process the furlough payments through the portal on your behalf. To enable them to do this you will need to keep a record of the hours your team have been working and update them on the payroll spreadsheet sent out by HQ. Keep a copy of your rota for audit purposes.

Flexible furlough letter

As the flexible furlough is a different agreement to the original furlough, all of your team will need to sign the "flexible furlough scheme letter." Any returning team members are also required to read and sign the Return to Work form and Life After Lockdown letter. Copies of these should be uploaded to PeopleHR

Holiday during furlough

Holiday can be taken during furlough. If a team member takes holiday during furlough then their pay will need topping up to 100%. Part of the holiday is still claimable through the scheme depending on the month this takes place. E.g. Holiday taken in September would be paid at 100% of the team member's pay and 70% would be claimable through the furlough scheme.

Empathising with the team

It is easy to assume that everybody on furlough has been sat at home having a wonderful time whilst some of you have no break at all in the past few months. Try and avoid any assumptions that the team have had it easy whilst off as lockdown has affected everybody in different ways. It may also take some members of the team longer to get back in to the routine of work, especially with so many changes, and so some level of consideration should be given when they return. If you or any of your team are struggling with their wellbeing then please contact HR@hakimgroup.co.uk who will support you.

From March we instructed HMRC to suspend P32 charges. This period has now ended and you will shortly be receiving the March P32 from HQ, payment will be due towards the end of June.

Flexi furlough flow chart

June

All team members spoken to regarding July rota.
Followed up with flexible furlough letter to sign on PeopleHR

July

Team members starting a new period of furlough from 11th June complete their 3 weeks on full furlough. Other team members now begin flexi furlough.
No employer contribution to furlough payment

August

Continue to communicate any changes in rota with teams.
Practice now contributes to NI & pension contributions

September

Continue to communicate any changes to rota with teams.
Practice now contributes NI, pension contributions and 10% towards the furlough cost

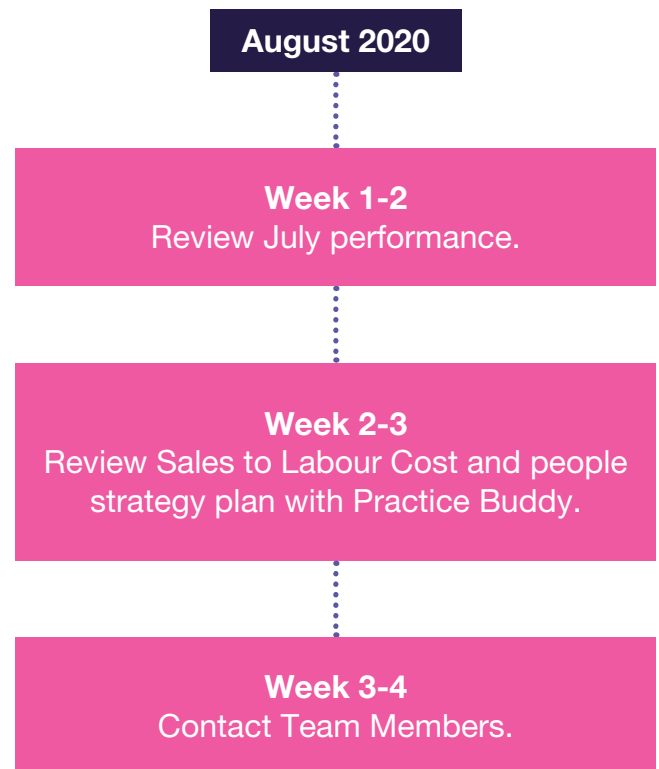
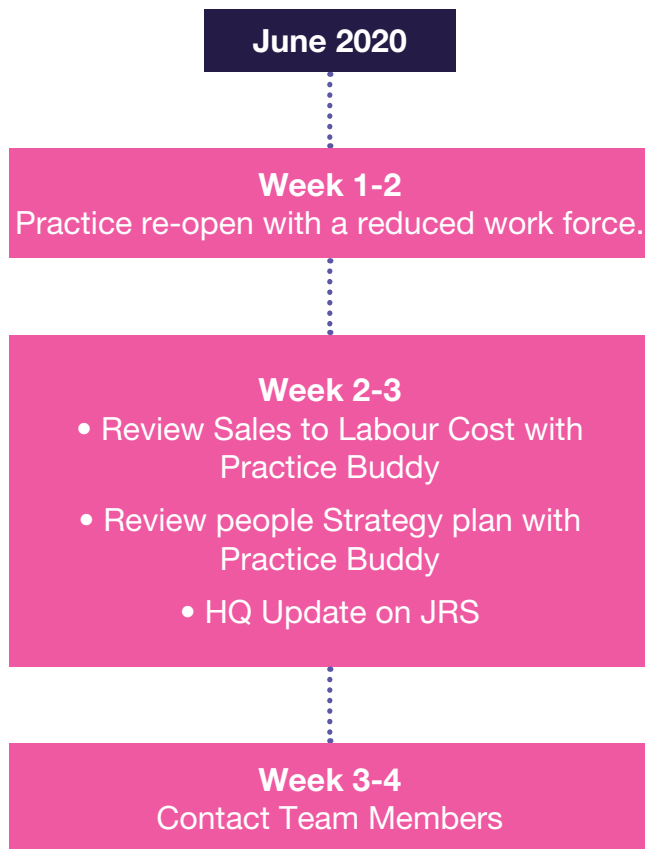
October

Continue to communicate any changes to rota with teams.
Practice now contributes NI, pension contributions and 20% towards the furlough cost.
The scheme closes 31st October

November

Scheme closed and 100% of all labour costs are paid by the business

People planning timeline



2.-2.3 Reintroduce Team Members Into Practice

As part of the 'People plan' Sharks need to consider the skill set they will need to deliver the high level of service that our patients have come to expect of us for their individual practice(s). We will need to carefully consider our approach to team members who are expected to return to work after a long period of furlough. Once a proposed rota is in place the next steps will be to contact the relevant team members and inform them of any decisions made. We suggest that this be done by an initial phone call followed up by an email. The email should set out what they will be expected to do once they return into practice for example; watch PPE video, training on different aspects of day to day duties. they can also be reminded about what they need to do if they start to feel unwell and who they can speak to if they have any concerns.

A key element to the success of this approach will be clear communication with staff around expectations and having open discussions about what duties will look like. This should form part of your wider communication strategy with team members.

In any event the people plan must be discussed with the practice buddy in the first instance, who will seek further clarification from Shafiq Ahmed and Imran Hakim if required.

Example Email:

Dear xxxxxx,

It was great to talk to you today and even better to know that you and your loved ones are all keeping well.

Following on from our conversation I'd like to outline the main points that we discussed;

We look forward to seeing you back into practice on 2nd June 2020.

We want to take great care of you and our px;'s health, so we have implemented the following as measures to protect everyone;

- You will receive a briefing and a demonstration of how to use PPE
- You will be requested to sign a declaration letter to confirm that you are clear of Covid-19
- You will also be asked to sign another letter confirming that you have been briefed and will abide by the new safety measures
- We will have some new ways of working
- We discussed the reasons flexibility will be required
- May need more bullet points depending on what is discussed

How Sharks manage a team member(s) to return into the practice will depend on individual practice(s) plan and support from your practice buddy.

Sharks should take a pragmatic approach and consider the skill set that will be required to continue to provide a high level of eyecare service based on the social distancing / infection control measures, and clinic demand, whilst keeping a close eye on labour cost.

Remember that individuals who are requested to return into practice have been away from work for quite some time, so their mindset must be taken into consideration. They could be reminded about what they need to do if they start to feel unwell who they can speak to if they have any concerns.

Pay particular consideration to those who are in the official 'shielding' categories - our view is that these individuals are likely to be the last group that will return to being physically present on site. The government may even go as far as recommending the period of isolation should continue for

longer.

Consider whether these team members can be allocated tasks that can be done from home.

Team members who are reluctant to return

It is our expectation that those who are in the official 'shielding' category will be asked by the government to remain in lockdown for a longer period than the wider workforce. There are those who may fall outside this official category who have concerns about returning to work - perhaps due to their own medical condition or because they are living in a household with someone who is 'shielding' or vulnerable.

This may lead to a situation where the official government advice is that they can return to work but the staff member in question may be reluctant or even refuse to do so. In this case, we would encourage in the first instance to have an open and honest conversation with the team member and listen to any concerns. Try to resolve or reassure them that several safety measures have been put into place. The specific reason for an individual not wanting to return will be important and it may be that the matter can be resolved with some creative thinking, for example:

- Can they work from home for as long as possible and be placed in a group of staff who physically return at a later stage?
- Can they be moved away from high contact duties to those that require less contact, to reduce the risk of infection?
- Can you implement a grouping strategy whereby a team member can work with certain team members in set physical areas so as to keep the same group of individuals together?
- Can any flexible working duties be implemented? In this regard, longer term we anticipate there will be an increase in the number of flexible working requests made and it will be harder for Sharks to justify rejecting such requests, particularly where a team member has been successfully carrying out their work, flexibly for a period of time.

Please see the attached flow chart for more information

Key Considerations

Rota planning at the best of times can be quite stressful and in the midst of a pandemic may be even trickier.

Rota Planning

Sharks may have some understanding about each of their team members personal circumstances. For instance, a team member may be caring for dependents, caring for a vulnerable person, or a Shark may know of personal underlining health issues. It is imperative that Sharks do not discriminate against these individuals and talk to them and explain the rationale behind any decisions made. For those team members that are not re-introduced back into practice Sharks must hold a discussion and confirm in writing that the team member is in agreement with any proposed rota plan. An extension to furlough letter maybe sufficient to confirm they accept decision that has been made.

If in the instance two or more team members request to return to work when only one person is required, the Shark must make notes of their reasons on choosing a particular team member.

Reasons could include.

- Seniority
- Their responsibilities may differ.
- They can perform duties that others may not be able to do.

The majority of practices do have part-time team members therefore Sharks could consider re-introducing more than one team member on a part time basis. Further guidance on short time working can be found in section 3 of this document.

Annual Leave

Team members that are re-introduced into the practice will certainly have accrued annual leave entitlement since the beginning of lockdown, therefore it would be a good idea to discuss pre-planned holidays as soon as possible.

At the start of a team members re-introduction into the business, Sharks can ask them if they have any pre-booked holidays. If the pre-booked holiday(s) do not align with the practice rota, this will open up an opportunity to discuss various other options such as; reschedule holiday.

Sharks can decline holiday requests on reasonable grounds or alternatively Sharks can see this as an opportunity to utilize that time to re-introduce other team members back into practice.

The government confirmed that annual leave can be taken without breaking furlough. The team member must be paid at 100% for any days annual leave. The employer can still claim back furlough for a days annual leave and only need to contribute the difference.

The government has announced that annual leave entitlement can be carried forward for upto two years.

Unexpected Leave

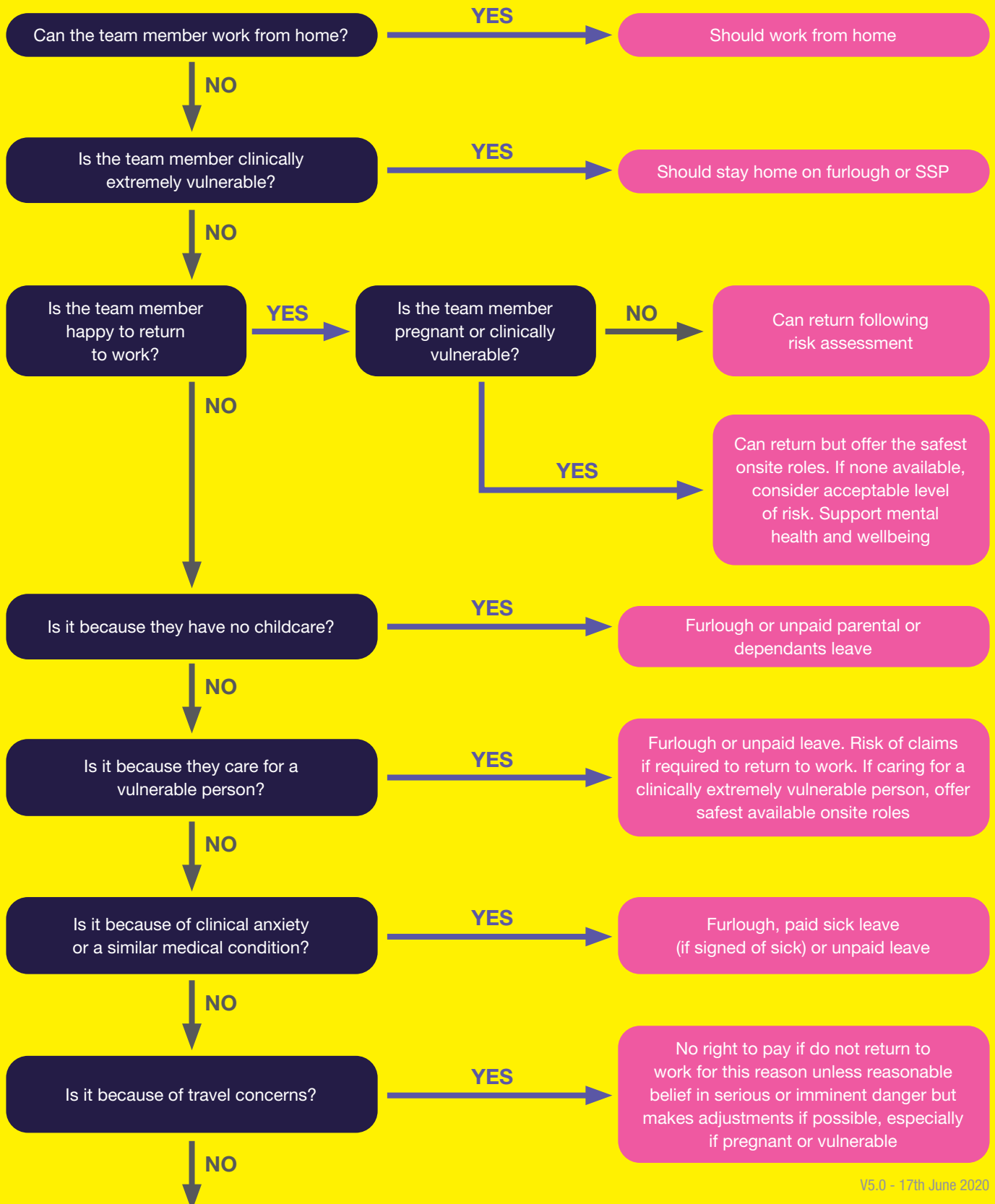
Unexpected sickness absence could be the one the top reasons why a person may not be able to come into work. Therefore it is important that when Sharks talk to team members who are still on furlough, they are made aware that the practice is operational and we envisage bringing people back into practice soon as possible.

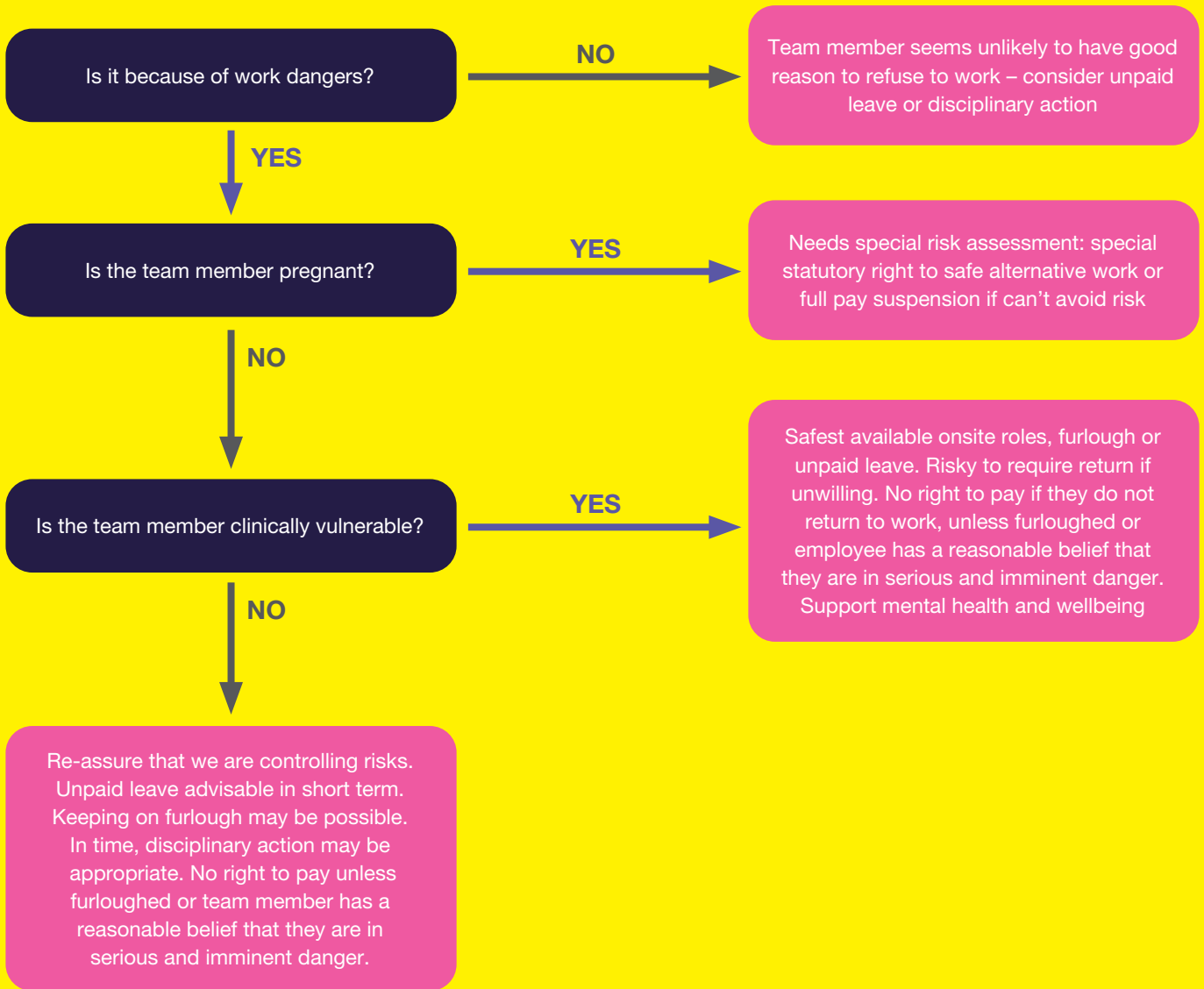
If a person is feeling unwell they must follow normal sickness absence procedure. In the event that they experience symptoms of Covid-19, government guidelines must be followed. Sharks may consider recalling another team member back into practice. If there is nobody else that can carry out the duties of that particular team member who has fallen ill then contact your practice buddy or Shafiq Ahmed who can advise further.

With restrictions still in place for schools, team members may unexpectedly require time off to care for a dependent. In this instance talk to the team member to understand how long they expect to be out of the business. We will review case by case and a decision will need to be made as to whether another team member should be re-introduced back into practice. Normal policy on company time off to care for dependents will apply.



SHARKS GUIDANCE FOR PRACTICE REOPENING





3. Alternatives to and following furlough

Layoffs and Short Time Working

The furlough scheme has been confirmed as ending on 31st October 2020. From the 1st July flexible furlough will begin, more details will be released on this shortly. When furlough funding ends or is insufficient to allow teams to continue to be employed at their normal rate of pay rate then we may be forced to make very tough business decisions.

There several options we can consider, however, any decision taken to reduce the workforce either temporarily or long-term must firstly be discussed with your practice buddy.

What are the Sharks options if there is a need to temporarily reduce labour cost?

There are 2 options to temporarily reduce the labour costs in practice:

- 1 Lay-offs: This is where a team member is asked not come into work for an agreed period.
- 2 Short-time working: This is where a team member has their hours temporarily reduced for an agreed period.

These options may help avoid redundancies but should still be avoided where possible.

Can I use these options for my team?

To use either approach, it must be either:

- Written into the team members contract
- Agreed for the industry
- Agreed with the team member

If you're unsure on whether the above applies to your team members then please contact HR@hakimgroup.co.uk who will be able to guide you through the options available to you.

Is there a limit to how long I can implement either measure?

In short, no. However, if a team member is put on either measure for 4 or more weeks in a row or 6 or more weeks across a 13 week period then they can apply to you for redundancy. This is covered further on.

Holiday entitlement

Team members continue to accrue holiday in the usual way during lay-offs and short-time working.

Pay during lay-offs and short-time working

Team members who are laid off or put on short-time working are entitled to pay for days they do no work at all. This is called 'statutory guarantee pay' and is the legal minimum an employer must pay. Statutory guarantee pay is £30 a day for a maximum of 5 days in any 3-month period. If a team member would usually receive less than £30 per day then this will be paid at their own daily rate.

To be eligible for SGP the team member must:

- Have been employed for a month
- Not refuse any reasonable alternative work
- Reasonably make sure they're ready for work

What other financial support may be available to my team?

Whilst your team are laid off or on short-time working they may be entitled to Universal Credit or Jobseeker's Allowance. They can find out more information on the links below:

Universal Credit on GOV.UK

<https://www.gov.uk/apply-universal-credit>

Jobseeker's Allowance on GOV.UK

<https://www.gov.uk/jobseekers-allowance>

Can they work elsewhere during this time?

Most of our contracts have a clause which requires the team member to work exclusively for us unless permission is given. Team members may request to apply for alternative jobs during this time to support them financially. This will still be at your discretion and will be on a case by case basis.

Applying for redundancy when on short time working or lay off

If a team member has been on short-working or lay off for 4 or more weeks in a row or 6 or more weeks over a 13-week period then they can apply for redundancy. Once they hand in their request for redundancy you have 7 days in which to respond with a counter-notice. The counter-notice must detail that they will be able to return to their full number of hours within the next 4 weeks and cannot be laid off or have reduced hours for 13 weeks following. If you cannot commit to this then you will need to accept the redundancy request.

If you do not respond to the application for redundancy within 7 days then the team member can resign and claim redundancy payment from you.

How do I choose who to put on to short-working or lay off?

When selecting team members to not come in to practice, ensure that your decision is based on capability and operational need. You can't discriminate against protected characteristics. These include:

- Age
- Disability
- gender reassignment
- marriage or civil partnership
- pregnancy or maternity
- race (including colour, nationality, ethnic and national origin)
- religion or belief
- sex
- sexual orientation

If you have multiple people in the same role then you may consider spreading the reduction across all of the team members to avoid any risks of discrimination.

Probation period, under 2 years' service and forced retirement

Probation period note: We already have discussion templates set up for probation reviews.

Overview

Any new starter to HG is subject to a 6-month probation period. If any of your team are still on probation then it is sensible to extend their probation period by at least another 3 months. By extending their probation period you have the flexibility to end their contract within this time. Due to furlough you may also not have a full understanding of how they operate and so may be passing them through their probation without fully understanding their capability if they would have been in practice.

Extending a probation period

To extend a probation period you will need to speak to the team member and explain the reasons for the extension and for how long. A fair extension would be the length of time the team member has been out of practice and on furlough. E.g. if the team member has completed 2 months of their probation period and went on furlough on the 1st April, it would be reasonable to extend their probation 4 months after furlough ends. This will be case by case and should a team member be close to the end of their probation period e.g. 5 months, and not have shown any cause for concerns then you may not want to extend their probation period. Contact hr@hakimgroup.co.uk who will be able to produce a probation extension letter for you.

Ending a probation period

There may be 2 reasons for ending a probation period:

- The team member isn't performing to the standard required
- The practice can no longer sustain the team member's wage

[Use template to facilitate discussion](#)

Should you need to end a probation period, you will need to meet with the team member to explain the reasons for this and then get in touch with HR@hakimgroup.co.uk who will follow up the conversation with a letter. The team member

will receive one week's notice pay and any outstanding holiday. If a team member is on furlough then you may wish to extend their notice period to the end of furlough as they may struggle to find an alternative income during this time. This may also benefit you as you can enforce they take their holidays during this time. By forcing them to take their holiday during their notice period you will only have to pay 20% of their holiday pay as 80% can be claimed back through the furlough scheme.

Passing a probation

If you have a team member who is due to pass their probation and you are happy with this then contact the team member to let them know and congratulate them. Contact HR@hakimgroup.co.uk who will produce a probation pass letter for you.

Under 2 years service

Team members under 2 years service do not have the same employee rights as those over 2 years service. This means that they are not entitled to statutory redundancy and also can't claim against their employer for unfair dismissal. However, do be aware that if a dismissal is due to the following reasons then a team member is protected from day one:

- Direct or indirect discrimination against a protected characteristic
- Team member has whistle blown
- Team member has exercised a statutory right

If a team member is under 2 years service then any performance issues, conduct or absence can be treated more severely with a quicker process than somebody with over 2 years service. Before starting any process for team members under 2 years service please contact HR@hakimgroup.co.uk.

Early retirement

Being dismissed due to reaching a certain age was abolished from law in 2011 other than for certain industries, of which optics isn't one. This means that you can't dismiss a team member purely because they are near retirement age. If you are in the position where you need to reduce labour costs then you may ask the open question to all the team as to whether anybody would like to discuss the option of early retirement. Be careful not to direct the question to any one person as this may be perceived as discrimination against age. If a team member approaches you to discuss the option of early retirement then you can talk through this with them. You may be able to offer a contribution to their pension or offer them a lump sum payment. The advantage of early retirement is that you can avoid the redundancy process and by them asking you for early retirement, also minimises the risk of any legal recourse.

Redundancy procedure

There will be tough business decisions Sharks will need to make. Making redundancies is one of the hardest parts of running a business. Throughout all the stress, you need to follow strict government guidelines or else risk expensive employment tribunals.

Your practice may only have enough business to require significantly fewer team members. In such a situation, the end of the CJRS may require you to make redundancies. While you need to follow the correct legal process take any steps you can to support team members through this process.

Redundancy will be tough for many people, especially off the back of a very challenging time. Be very mindful of how you communicate, continue to support them and treat their health and welfare as a priority. You must speak to your practice buddy before taking any action but bear in mind you must consult with team members – even if there is no option but to make redundancies – before formally giving notice. This should include the reasons why they are being made redundant.

Government guidance on redundancy consultation is available on the Gov.uk website or ask HR@hakimgroup.co.uk for guidance around the process. Remember that redundant staff are entitled to receive notice (or payment in

lieu); holidays and other contractual entitlements. This is a cost your business will have to pay.

Step 1: Establish whether there is a genuine redundancy situation

- Is there a closure of the business for which the team member was employed?
- Is there a closure of the place of business where the team member was employed to work?
- Is there a reduced requirement for team members to carry out work of a particular kind?

Step 2: Consider pool and selection criteria and list any alternative vacancies

- Establish how many redundancies are being proposed.
- Fewer than 20 redundancies are being proposed then it will be necessary to follow a fair procedure in relation to each team member at risk of redundancy.
- Consider the appropriate pool of employees if selection will be necessary.
- Establish a proposed set of objective selection criteria if selection will be necessary.
- Put together a list of alternative vacancies on a group wide basis.

Step 3: First meeting

- Meet with all of the team members who might be made redundant (as a group).
- Explain the reasons for the potential redundancies.
- Explain how many jobs are at risk of being redundant (making sure it is clear that the redundancies are only a possibility at this stage).
- Explain that ways of avoiding the redundancies are being explored (for example, restrictions on recruitment, alternative employment, re-training, taking voluntary early retirement under the pension scheme, voluntary redundancy, short-time working and restricting overtime).
- Ask the team members for suggestions of ways to avoid redundancies.
- Consider asking for volunteers for redundancy.

- Explain the pools and proposed selection criteria (if relevant).
- Explain the right to take time off to seek alternative employment.
- Take a note of the meeting.

Step 4: First letter

Contact HR@hakimgroup.co.uk who will supply you with a follow up letter.

Step 5: First individual meeting

- Consult with each team member individually about their scores, the proposal to select them for redundancy and the terms of the redundancy.
- Consider any comments from the employee, particularly in relation to their scores.
- Discuss details of any available alternative roles within the group (including those which would require some retraining and posts on a lower grade).
- Take a detailed note of the meeting.

Step 6: Follow up

- After the meeting, follow up any suggestions made to avoid the redundancies and consider any representations made on scores.
- If any team member's score changes as a result of this process, check if this will result in a change to the group of team members that have been provisionally selected for redundancy.
- If so, repeat the relevant parts of the procedure with any team member that have been selected for redundancy as a result of the review.
- Contact HR who will produce you a follow up letter.

Step 7: Second individual meeting

- Where a decision has been made to make a team member redundant, invite them to a further meeting.
- Allow the team member to be accompanied by a trade union representative or work colleague.
- Assuming that nothing has changed, confirm that the employee has been selected for redundancy.

- Go through the redundancy package.
- Remind the employee of the right to time off to seek alternative employment.
- Take a detailed note of the meeting.
- Contact HR to produce a dismissal letter.

Step 8: Appeal

The team member will have a right to appeal. HR will arrange the appeal meeting with somebody who hasn't been part of the redundancy process.

Flexible furlough letter template

Practice header

Dear Name

Thank you for your commitment and sacrifice so far during these turbulent times and we hope you and your family are keeping well.

On the 20th March 2020 the government introduced the Coronavirus Job Retention Scheme, more commonly known as the furlough scheme. The scheme in its current form will end on the 30th June 2020 and the government has announced that from the 1st July 2020 the next phase of the furlough scheme will begin. This stage of the scheme will run from 1st July 2020 to 31st October 2020, at which point the scheme will close. From the 1st July 2020 flexible furlough begins which allows businesses to bring in their teams on a part time basis. Any hours which are worked are paid at 100% and any hours you are not asked to work will be paid at 80% (capped at £2,500) through the furlough scheme. E.g. If you usually work 20 hours per week and are asked to work 5 hours, you will be paid for 5 hours at 100% and the remaining 15 hours will be paid at the 80% furlough rate. The scheme also allows for the working arrangements to change on a weekly basis so some weeks you may be asked to work your full contracted hours and the week after you may be asked to work half of your contracted hours. We will give you as much notice as possible of your hours but due to the ever-changing industry and government guidelines there may occasions where your hours will change at short notice to meet the practice needs. You will be paid on your usual pay date.

Please do not be offended or concerned if you are not asked to come in to work. The practice is limiting expenditure to protect the business and your jobs for the future. If you are asked to come in to work then please rest assured, we are doing all we can along with guidance from the government and NHSE to ensure that our team is safe and that risks are mitigated. We appreciate that some team members will have had changes in situation at home due to the impact of the virus and ask that if you do have any particular requirements that you let us know as soon as possible so we can plan accordingly. We will do all we can to accommodate any requests.

We are still experiencing a lot of change in our personal and business lives. This can be difficult for all of us and I urge anybody who needs support to contact me, in confidence, so we can help you.

We will keep you updated with any changes but in the meantime please feel free to contact me at anytime with any questions or concerns

Strongertogether#

Stay safe

Name

Position

Practice

Please countersign this letter as an acknowledgement of receipt and your agreement to this.

I agree to the above changes to my terms and conditions of employment

Signed

[NAME OF EMPLOYEE]

Temporary lay off letter template

Practice header

Dear team member

It is with regret we have to inform you that we are laying off certain team members due to the impact of the COVID-19 pandemic. This will alleviate the risk of redundancies, due to the financial uncertainty and a steep decline in practice income for the foreseeable future.

Please rest assured that this is only a temporary situation. You will receive Statutory Guarantee Pay during this time. You will accrue holidays during this time and have access to your privileges such as HG Giftbox and Simply Health.

The date for your lay off begins on the date.....

This period will end on date.....

In the event this date changes, there will be calendar notice of 14 days. All other terms and conditions of your contract remain.

If you have any questions then please get in touch me with on (insert number). We appreciate that this is a time of uncertainty for everybody and would like to thank you for your patience and understanding.

Yours sincerely,

Name

Role

Practice

Reduced working hours template

Practice header

Dear team member

It is with regret we have to inform you that we are reducing the hours of certain team members due to the impact of the COVID-19 pandemic. This will alleviate the risk of redundancies, due to the financial uncertainty and a steep decline in practice income for the foreseeable future.

Please rest assured that this is only a temporary situation. You will receive Statutory Guarantee Pay for any hours not worked. You will accrue your usual holiday during this time and have access to your privileges such as HG Giftbox and Simply Health. The date of your reduced hours begins on the date. All other terms and conditions of your contract remain.

Your hours have been reduced from XX to XX.

This period will end on date. In the event this date changes, there will be calendar notice of 14 days.

If you have any questions then please get in touch me with on number. We appreciate that this is a time of uncertainty for everybody and would like to thank you for your patience and understanding.

Yours sincerely,

Name

Role

Practice